Missouri Department of Corrections
Office of the Director
Research, Planning & Process Improvement Section
Planning & Grants Unit

Improving Lives for Safer Communities

DOC Strategic Plan

FY2022 Initiatives Progress Report

May 16, 2022

Purpose & Summary

This report serves to give an update of progress on the initiatives supporting the Department of Corrections (DOC) strategic plan. We will continue to conduct periodic reviews to make sure the projects are progressing as anticipated, and our resources are being used effectively. The information provided in this report is based on tracking the progress of each initiative against their project milestones. We have included charts and tables to highlight the progress and distribution of the initiatives.

As of April 30, 2022:

- There are 25 initiatives for focus this fiscal year. Sixteen are in the implementation phase, and the remaining nine (9) are in the recommendation phase.
- The majority (88%) of initiatives in the recommendation phase are in progress and progressing towards implementation.
- Quality Assurance initiative is pending final recommendation review by the Executive Team.
- For more status updates, see the initiative highlights below.
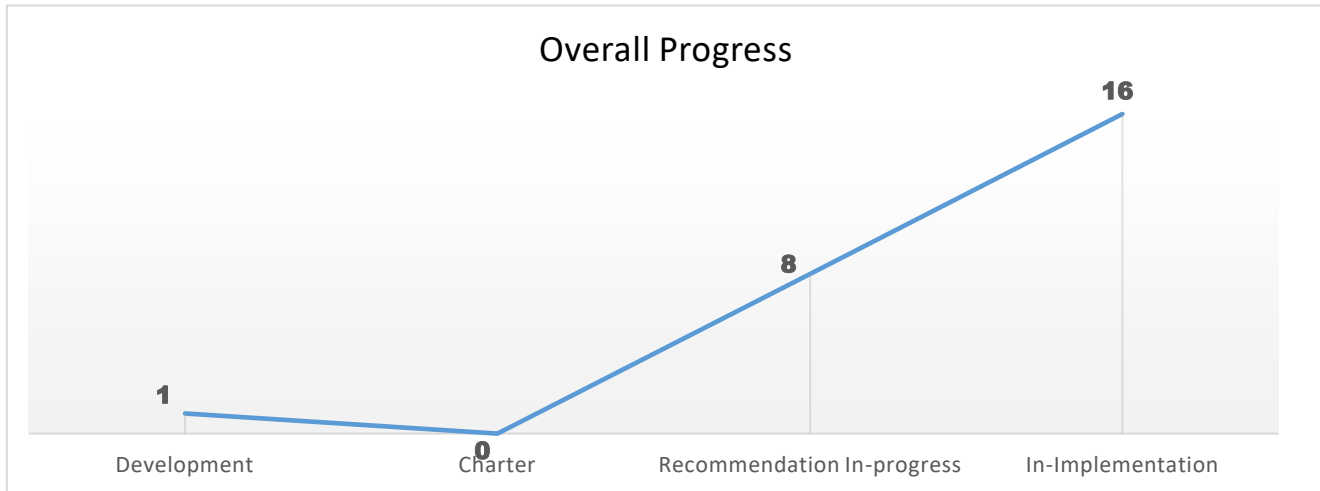
Statistics & Analysis

The 25 initiatives for focus in FY2022 are divided among the placemat themes as follows: Seven (7) under safer work environment, 12 under improving workforce, and six (6) are under reducing risk and recidivism. The table below shows how they are progressing by theme. The majority of initiatives under all three themes are in implementation, 57% of safer work environment, 58% of improving workforce and 83% of reducing risk and recidivism. Safer work environment is the only theme with initiative in development (14%).

Table 1: FY22 Progress of Strategic Plan Projects by Theme

	Initiative Status			
Placemat Themes	**In-Implementation**	**Recommendation In-progress**	**Charter**	**Development**
Safer Work Environment (7)	57%	29%	0%	14%
Improving Workforce (12)	58%	42%	0%	0%
Reducing Risk & Recidivism (6)	83%	17%	0%	0%

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Figure 1: Progress of Strategic Plan Initiatives by Status

The 25 division led projects are currently in the following statuses: 16 have completed the recommendation phase (64%) and have transitioned to the implementation phase; eight (8) are progressing towards the implementation phase (32%); and one (1) is in development (4%)

Table 2: Project Status by Division Responsibility

Progress and Assignment By Division						
Status	**Overall**	**OOD**	**P&P**	**DORS**	**DAI**	**DHS**
In-Implementation	16	0	1	4	3	8
In-Progress (Recommendation)	8	2	0	0	1	5
Charter (Recommendation)	0	0	0	0	0	0
Development (Recommendation)	1	0	0	0	0	1
Total Initiatives	25	2	1	4	4	14

Of the 25 initiatives, two (2) have been assigned to the Office of the Director (OOD) and one (1) to Probation and Parole (P&P). Both the Division of Offender Rehabilitation Services (DORS) and the Division of Adult Institutions (DAI) have been assigned four (4) each, and 14 have been assigned to the Division of Human Services (DHS).

FY2022 Initiative Highlights as of April 30, 2022

11.101 - Staffing Pattern & Shift Analysis

Moved to implementation

- DOC is completing review of post recommendations for each facility.
- Each facility will implement individually based on their recommendations.
- The team continues to meet on a regular basis. They are working on a "critical comp" staffing level.

11.113 - Develop MOCIS Enhancement Prioritization

In development

- This has been renamed to "Implement OPII data conversions to MOCIS" and will move to the FY23 placemat.

11.208 - Improved External Classification System

Off track – with plan to rectify

- Working with IT to develop the automation plan.
- Implementation to occur in FY23.

11.212 - Transition to Electronic Files to Support Information Access

Off track – with plan to rectify

- PAFMU will participate in an AEM demo on Wednesday, May 4, 2022.

11.215 - Perimeter Detection Fence

In Implementation

- The fencing is complete at these facilities: ERDCC, SECC, SCCC, FRDC, JCCC, PCC, MTC
- New fence installed at all facilities, except CCC, CRCC and WRDCC. Commissioning is pending.

12.104 - Automated Time Keeping System for DAI

In Implementation

- Due to the implementation of the new tablet system, the pilot start date for Automated Time Keeping has been pushed back.
- Next meeting scheduled for 5/17/22 and a new pilot implementation date will be identified at that time.
- Implementation moved to FY23.

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12.307 - Develop System for Virtual Training – LMS

In Implementation

- Implementation of the system is in progress.
- Projection to go live on or before June 15, 2022.

21.202 - Develop On-Boarding for Supervisory Positions

On track

This initiative is on track and is expected to go to the division directors in May/June.

21.206 - Implement On-Boarding for Frontline Staff (Phase II)

In Implementation

- Final report revisions have been approved.
- Scheduled for Exec Team on May 23rd, 2022.

21.207 – Transformation Training Academy

In Implementation

- The recommendation phase is complete. This is in implementation.

21.208 – The Corrections Way for Frontline Staff

On track

- As of April 30, 2022, 3,872 frontline staff have been trained. A 20% increase from last month.
- Training completed in April for ACC, PCC, WMCC, WRDCC, and MECC.
- May training dates are confirmed for BCC, TCC, NECC and WERDCC.

21.210- Expand COI and Cook Recruitment Efforts

Off-track

- CO I applications received in March is 595.

21.212 - Crossroads Training Academy

In Implementation

- Project will be renamed to "Establish the Western Training Academy" and moved to FY23.

21.213 - Succession Development Strategy (Leadership Development Rule)

On track

- Supervisors are expected to complete a minimum of one (1) hour per week toward professional development (52 hours per year). **As of 4/29/22, supervisors should have at least 43 hours of training completed.**
- OA created the Talent Development Learning Community Framework to connect talent development offerings intentionally to support all team members regardless of where they are in their professional development.

21.405 – Promote and Enrich Employee Wellness Program

On track

- MoDOC Cares webpage has been created. It is consistently updated and getting a very high click-rate.
- There were approximately 420 Attendees at the Employee Health and Benefits Fairs that were held in April.

21.406 - Trauma Support for Staff

On track

- A new support resource for DOC staff affected by workplace trauma will be available in May 2022.

22.105 - Redevelop the Intranet

Off track

- Exploring options to move the project towards completion in FY23.

22.107 - Develop Equity, Diversity & Inclusion (EDI) Policy

Off track - with plan to rectify

- Awaiting focus group analysis and recommendations from St. Louis University.

22.303 - Trauma Informed Culture

In Implementation

- Advisory Team in place and meeting.
- Two sub-teams are being developed to consider training, and develop advertising on being trauma informed.

31.113 - Ashland University Expansion

Off track – with plan to rectify

- Ashland University will re-evaluate status nation-wide once the next funding cycle at the federal level is decided.

31.114 - Programming to Conform to Evidence Based Practice

In Implementation

- Implementation moved to FY23.

31.115 - Mental Health and Substance Use Treatment Standards

In implementation

- Milestones have been assigned and are progressing.
  - A sub team is working on a template of curriculum for the pilot.
  - A sub team is working to determine what incentives or sanctions would be feasible inside a facility.
- The team is finalizing a program model.

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31.203 - KCRC Transformation
In implementation
- The facility is open and referrals are being submitted.
- Staff assignment is complete. Staff are working assigned shifts and the facility is manned 24/7.

31.209 - Program Model for Court Referred Short-Term Offenders.
In Implementation
- A sub-committee was formed to develop a procedure for short-term treatment and another to develop a structure for the units.
- Milestone tasks are being assigned and progress updates are expected at the next meeting.
- Next meeting schedule for May 25, 2022.

31.305 - Quality Control, Quality Assurance, Support for Correctional Programming
Off track – with plan to rectify
- The final report is complete.
- The team is scheduled to present their recommendation to the Executive Team on May 23, 2022.

Initiatives from Previous Placemats - with Actions Pending

11.105 - Administrative Segregation Programming
- The committee has reached out to other states to learn steps taken to transform restrictive housing in their state.
- The team has developed a plan for restrictive housing utilizing progressive discipline, programming and incentives.
- Team is working on final report. The next meeting is scheduled for May 27, 2022.

11.110 - Offender Mail / 11.111 - Offender Censorship
- The projected date to go live is June 1, 2022.

11.207 - Identification & Tracking of Security Threat Groups
- Updates are being made to the manual prior to policy release.

11.211 - Offender Suicide Prevention
- The team is working on finalizing the recommendations.

11.216 - P&P Safety, Security & Critical Incidents
- DSAA working on final revisions to the form.
- Once complete a meeting will be scheduled to review.

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21.105 - CO I High School Apprenticeship
- The Training Academy is updating the curriculum for stackable credentials.
- The team met with Crowder College (Oren Barnes) on April 25th to review curriculum progress.
- The Training Academy agrees to submit the completed curriculum to Mr. Oren by May 24th and he will submit it to the board to meet the June 1st deadline.

31.110 - Difficult Discharge
- The procedure has been sent out for secondary review.

31.207 - Community Peer Specialist
- The team has decided to develop peer specialist training and forgo the DMH and Missouri Credentialing Board process.
  - A curriculum development committee is being formed.
- Preparation for pilots at three (3) facilities (NECC, MCC, and CCC) is in progress.
  - Team members are planning visits with the administration teams at the pilot sites to establish implementation teams at each site.
- Milestone tasks have been assigned to team members. The team is reviewing with plans to update policies, curriculum, and code of ethics documents.

Strategic Initiative Dashboard

FY2022 Initiatives

R = Recommendation Phase   I = Implementation Phase   Values in circles indicate % of milestone complete

On-Track
Off Track with plan
Off Track – with no plan

Safer Work Environment

Staffing Pattern & Shift Analysis (I) — 0% — Dice:11
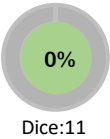
Improved External Classification System (R) — 75% — Dice:10
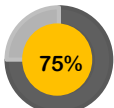
Transition to Electronic Files (R) — 96% — Dice:15
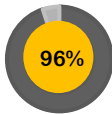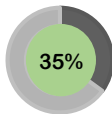
Perimeter Detection Fence (I) — 35% — Dice:9

Automated Time Keeping for DAI (I) — 80% — Dice:8
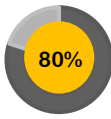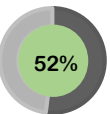
Develop System for Virtual Training – LMS) (I) — 52% — Dice:7
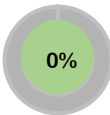
Develop MOCIS Enhancement Prioritization (I) — 0% — Dice:16

Improving Workforce

Develop Onboarding for Supervisory Positions (R) — 50% — Dice: 8
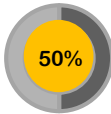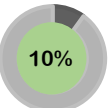
Transformation Training Academy (I) — 10% — Dice:8

Expand COI & Cook Recruitment Efforts (R) — 45% — Dice:10
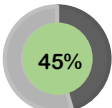
Succession Development Strategy (R) — 0% — Dice:10
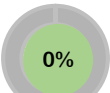
Enrich & Promote Employee Wellness Program (I) — 58% — Dice:11
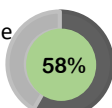
Redevelop the Intranet (R) — 40% — Dice:9
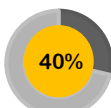
Adopt Trauma Informed Culture at Institutions (I) — 18% — Dice:12
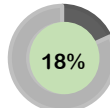
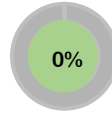Frontline for Onboarding (I) — 90% — Dice:9
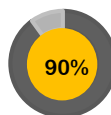
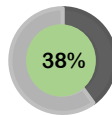Corrections Way Training to Frontline Staff (I) — 80% — Dice:10
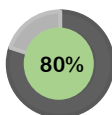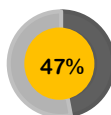
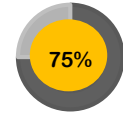Crossroads Training Academy (R) — 0% — Dice:8

Trauma Support for Staff (I) — 38% — Dice:10

Develop Equity, Diversity & Inclusion (EDI) Policy (R) — 47% — Dice:12
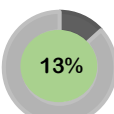
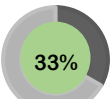## Reducing Risk & Recidivism

Ashland University Expansion (I) — 75% — Dice:12

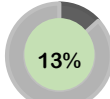Develop Integrated Mental Health and Substance use Treatment Philosophy and Standard (I) — 13% — Dice:9
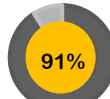
KCRC Transformation (I) — 33% — Dice:10

Program Model for Court Referred Short-Term Offenders (I) — 13% — Dice:10
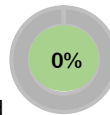
Quality Control and Quality Assurance Support for Correctional Programming (R) — 91% — Dice:8

Institutional Programming and Activities Conform with Evidence Based Practice (I) — 0% — Dice:18

Dice scores last calculated December 2021   **Scores are defined as follows: -   7 to 13 win zone (Highly likely to succeed)   -   14 to 17 worry zone (Risky, needs immediate attention to weaken risk)   -   18+ woe zone (highly likely to fail, need decisive action to salvage)